



Strategic Plan Development

Board Workshop Session 1 - February 8, 2024



C/CAG Board Workshop

- I. Strategic Plan Process Overview
- II. Environmental Scan: Summary of Findings and Board Discussion
- III. Immediate Next Steps
- IV. Public Comment



Strategic Planning Process . . .

Phase 1: Understanding the Context

Phase 2: Shaping the Vision for the Future

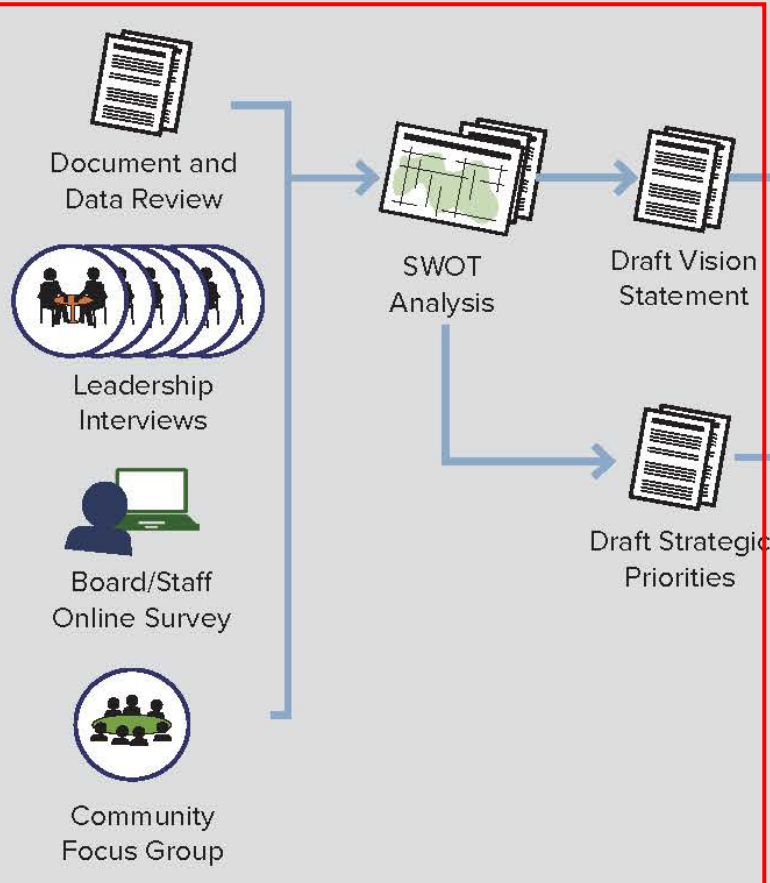
Phase 3: Developing the Strategic Plan



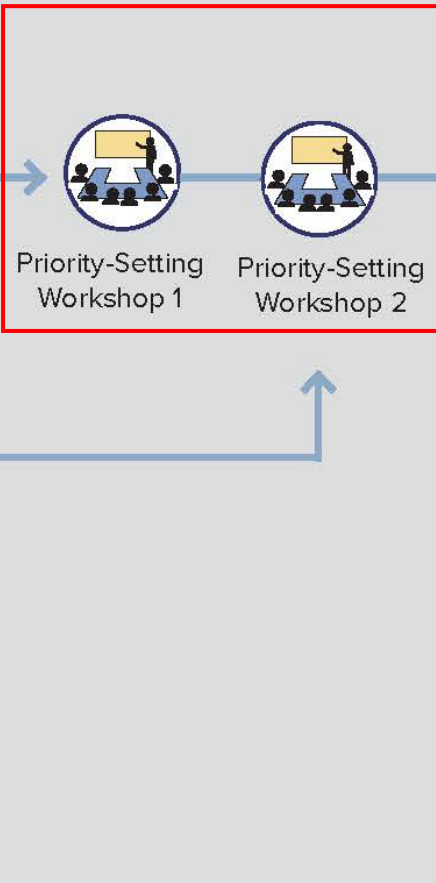
Project
Kick-off
Meeting



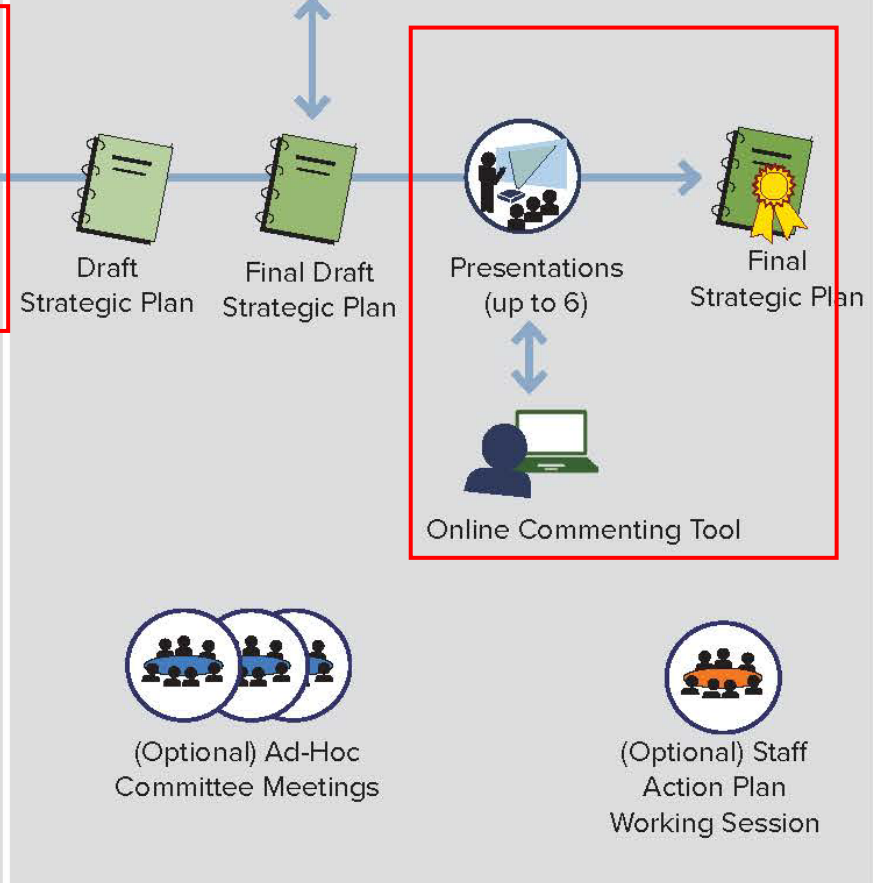
Weekly Project
Management
Meetings



DEC 2023–FEB 2024



FEB-APRIL 2024



MAY–SEPTEMBER 2024



San Mateo County Environmental Scan

Document and Data Review
Board Interviews
Staff Workshop
Community Focus Group
Staff and Board Member Survey

Document and Data Review



- Organization Guiding Documents
- Recent plans related to C/CAG areas of focus
- Recent Audited Financial Reports
- Existing Conditions reports
- Impact studies reporting outcomes of C/CAG regional programs and coordination
- Legislative Priorities
- C/CAG data sets used in regional planning work

Qualitative Feedback



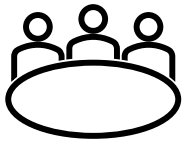
Meetings

- 5 interviews with a representative group of C/CAG Board Members
- C/CAG staff workshop



Board and Staff Survey

- A series of open-ended questions
- Will remain open through February 16th



Community Focus Group

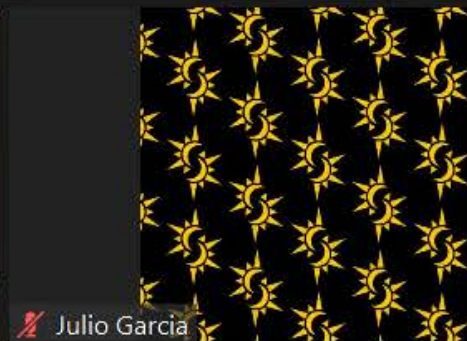
- 13 participants from community-based organizations

Community Focus Group



Participants included:

- Climate Resilient Communities
- Coastside on Bikes
- Housing Leadership Council
- Rise South City
- Samaritan House
- SAMCEDA
- Silicon Valley Bike Coalition
- SPUR
- Sustainable San Mateo County
- Thrive Alliance
- TransForm
- YUCA
- MC2 Bay Area, SAMCEDA, San Mateo County Chamber





San Mateo County Environmental Scan

Major Findings and Board Discussion

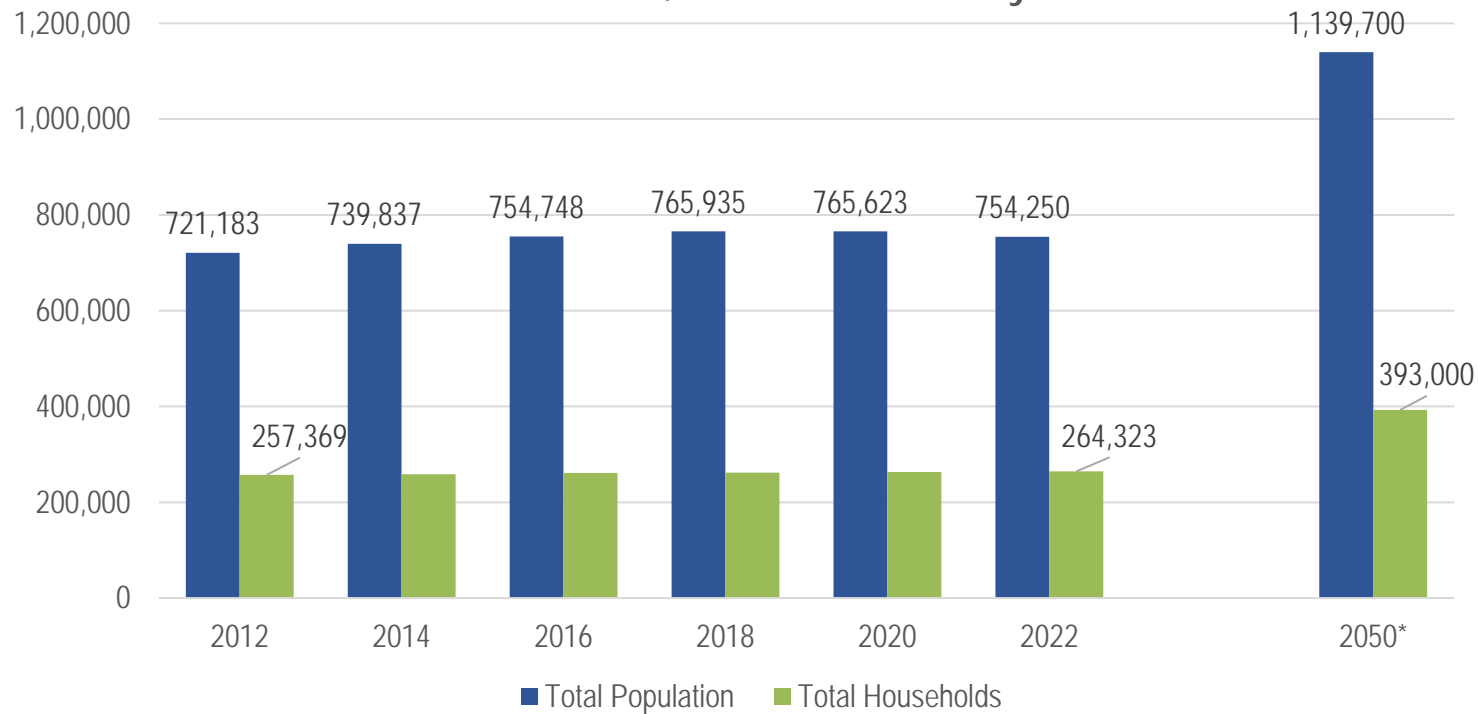
C/CAG Strengths



- **Comprehensive:** Includes all cities, SMC, transportation agencies
- **Collaborative** – Works closely with public agencies at the county, regional, and state level
- **Responsive** - Advances SMC jurisdictions' common and individual needs
- **Strategic** - Leverages funding and grants from various sources
- **Innovative** - Explores and implements new ideas and concepts
- **Talented Staff** - Hires and retains skilled staff
- **Additional strengths and core competencies . . . ?**

Population Trends in San Mateo County

San Mateo County Recent and Projected Population and Households 2012 to 2022, and 2050 Plan Bay Area Estimate*

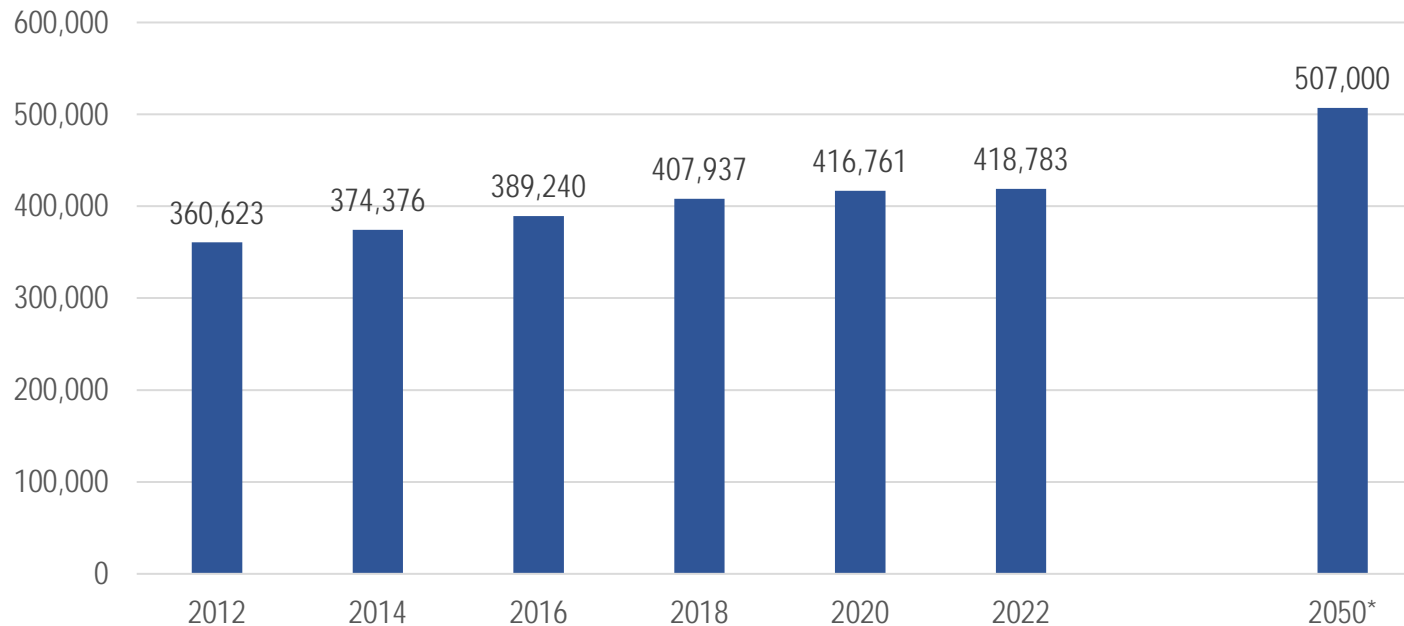


SMC population is projected to grow by 51% between 2022 and 2050

Source: U.S. Census, American Community Survey, 5-year estimates, 2012 to 2022, Estimate for 2050 from Plan Bay Area 2050

Employment Trends in San Mateo County

San Mateo County Total Employment, 2012 to 2022,
and 2050 Plan Bay Area Estimate*

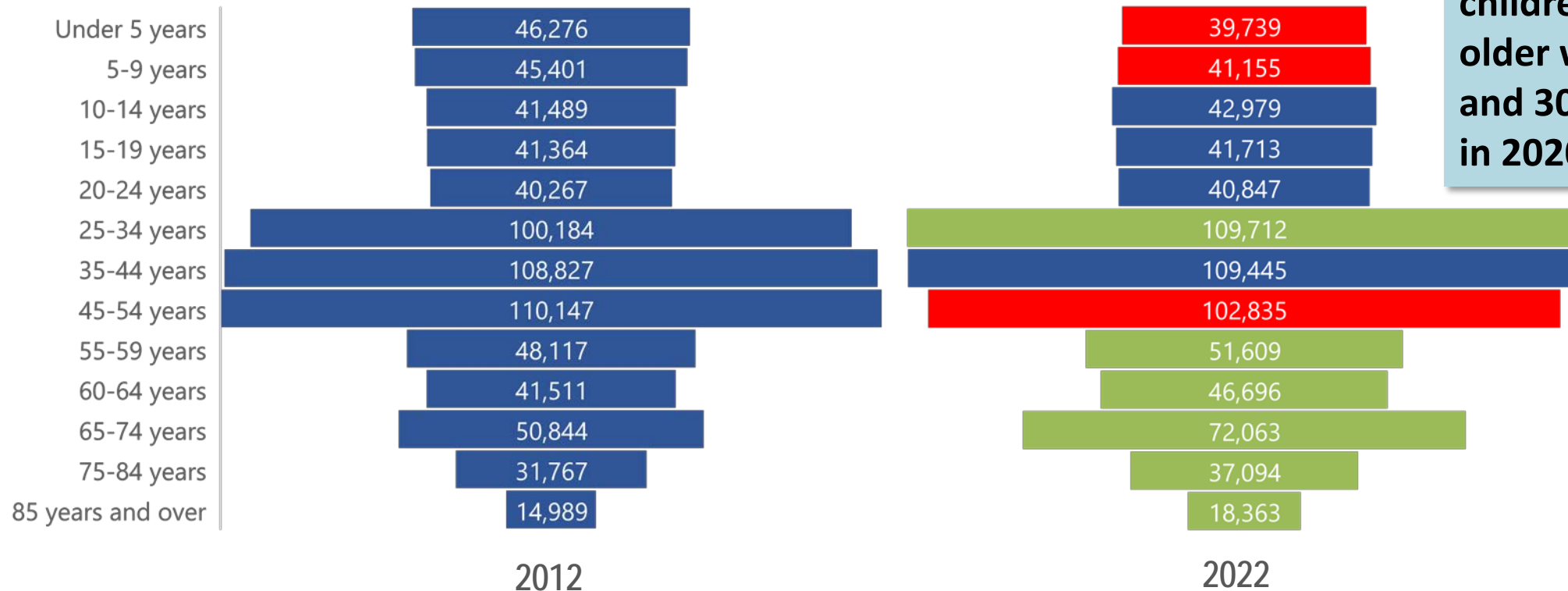


**SMC jobs have grown
by 16% between 2012
and 2022, and are
projected to grow
another 21% by 2050**

Source: U.S. Census, American Community Survey, 5-year estimates, 2012 to 2022, Estimate for 2050 from Plan Bay Area 2050

Recent Changes in Age Among Residents in San Mateo County

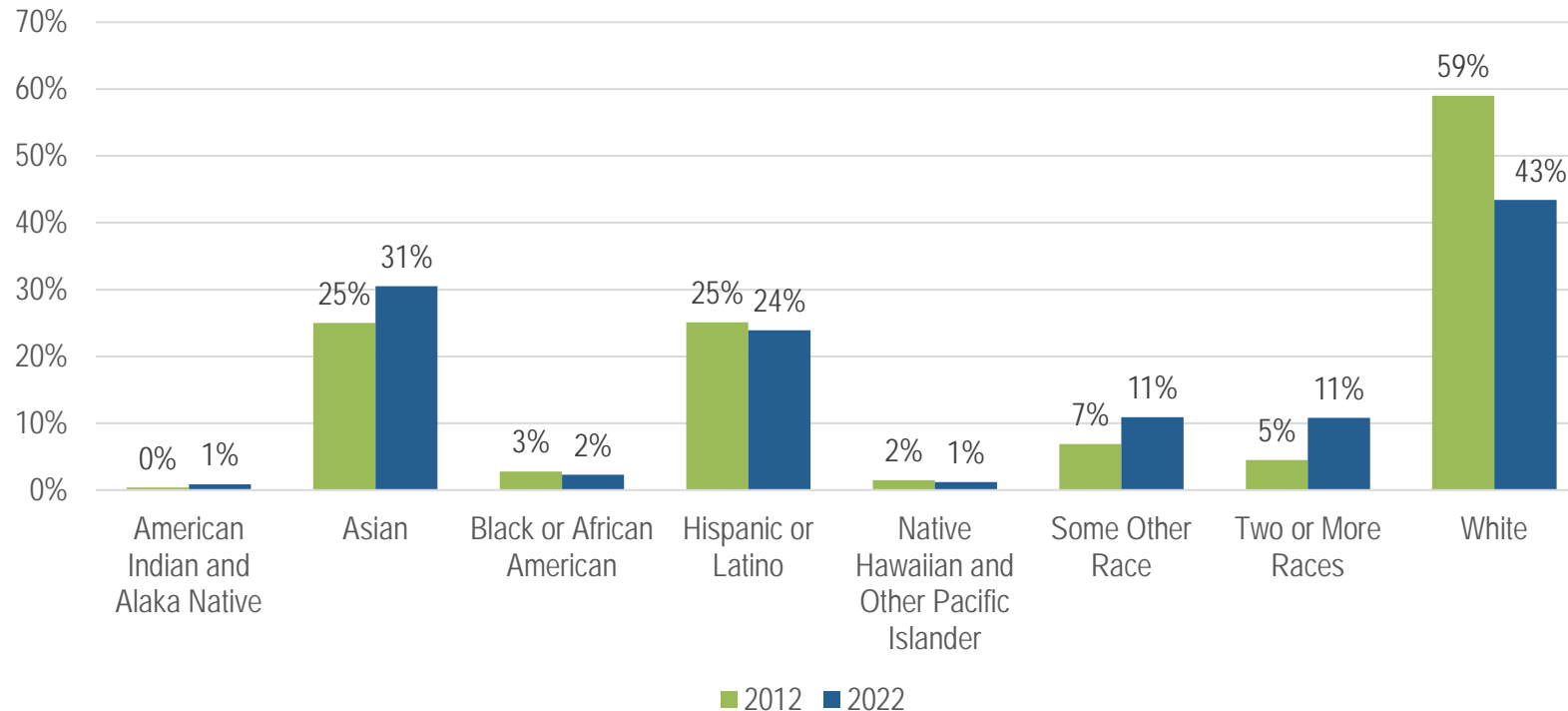
San Mateo County Residents by Age Group, 2012 and 2022



SMC has 12% fewer children and 7% fewer older working adults and 30% more seniors in 2020 than in 2012

Recent Changes in Race and Ethnicity Among Residents in San Mateo County

Changes in Race/Ethnicity Among San Mateo County Residents, 2012 to 2022

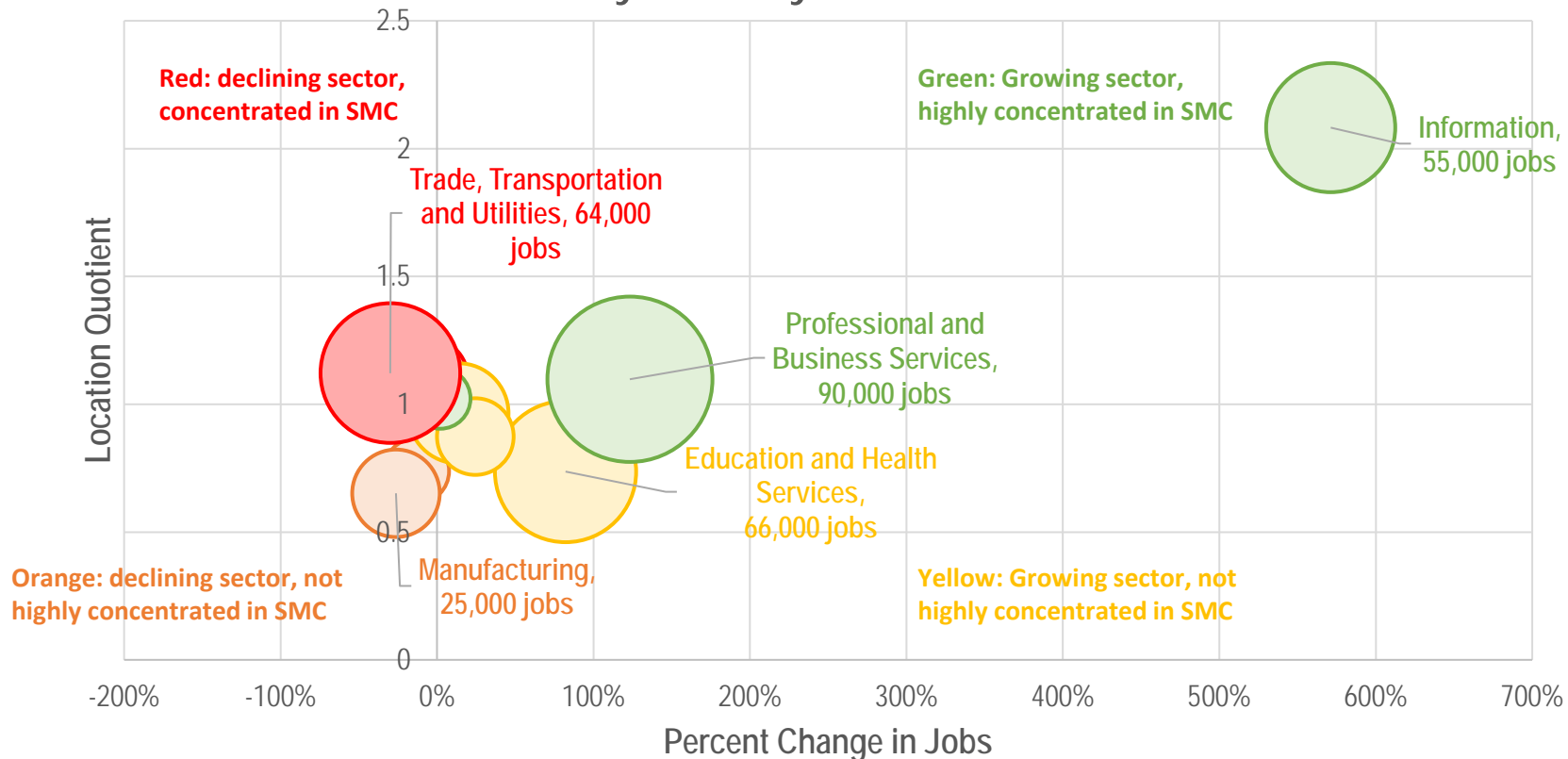


The number of residents in SMC who identify as non-white has grown 44% since 2012; 35% of SMC residents were born outside of the U.S.

Source: U.S. Census, American Community Survey, 5-year estimates, 2012 to 2022

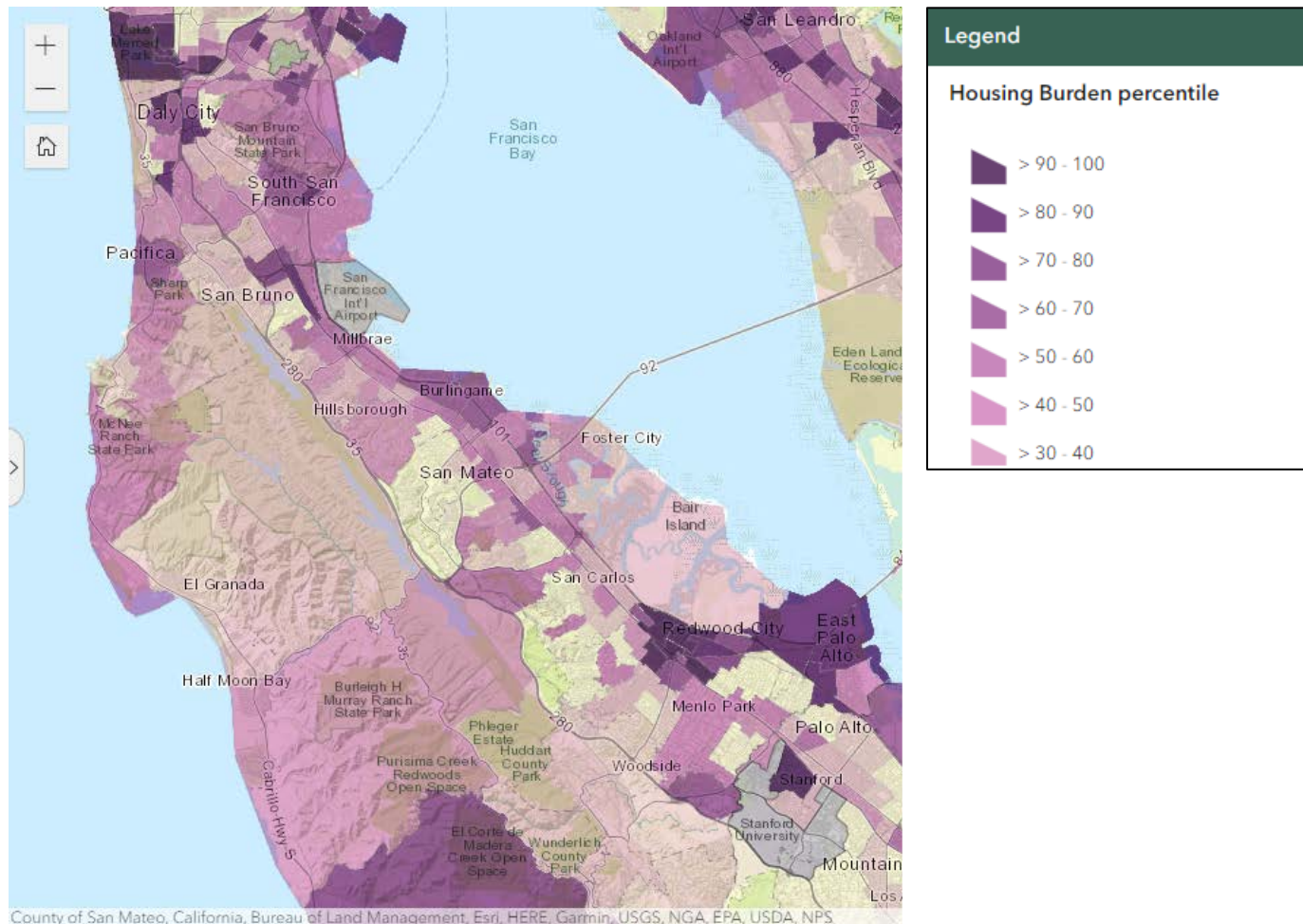
Key Industry Sectors in San Mateo County

San Mateo County Industry Specialization and Total Jobs by Key Industry Sectors, 2021



Major Employers: Meta, Visa, YouTube, Survey Monkey, ElectronicArts, GoPro, PlayStation, Gilead Sciences, Genentech

Housing Cost Burden in San Mateo County



40% of renters pay more than 1/3 of income toward housing, and 13% of renters experience overcrowding in their homes

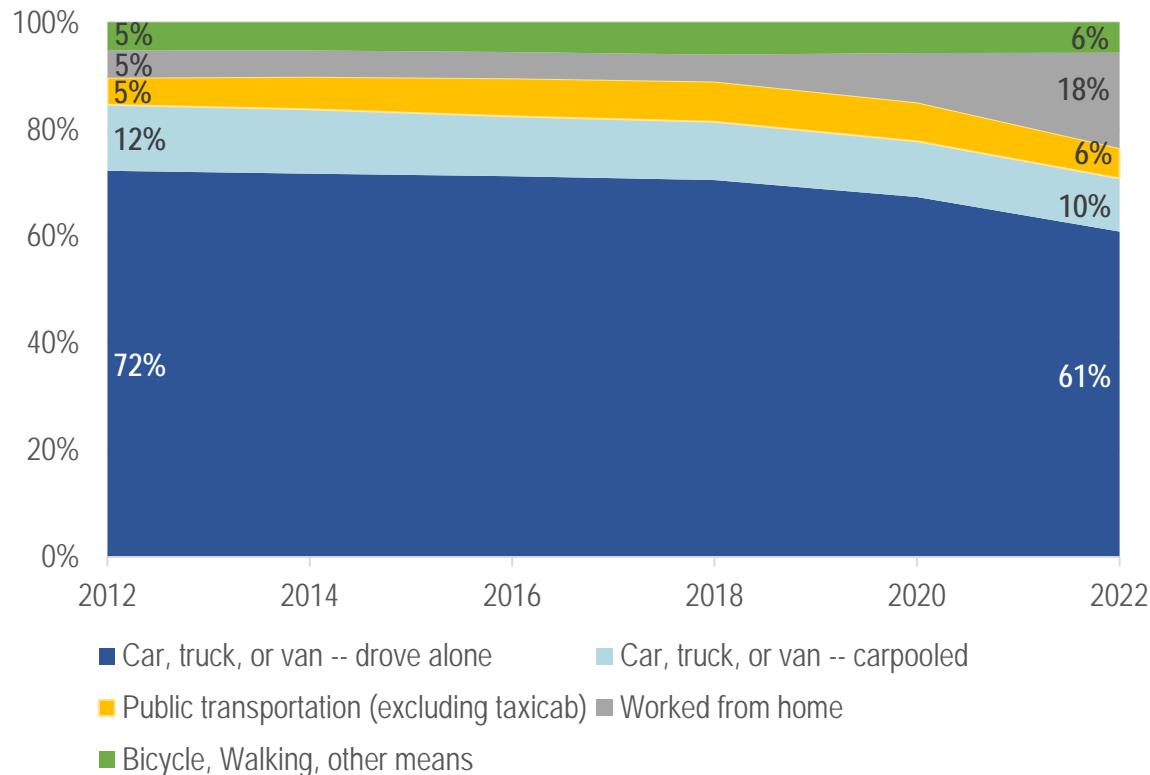
Source: Cal-Enviro Screen 4.0, U.S. Census American Community Survey, 5-year estimates, 2022



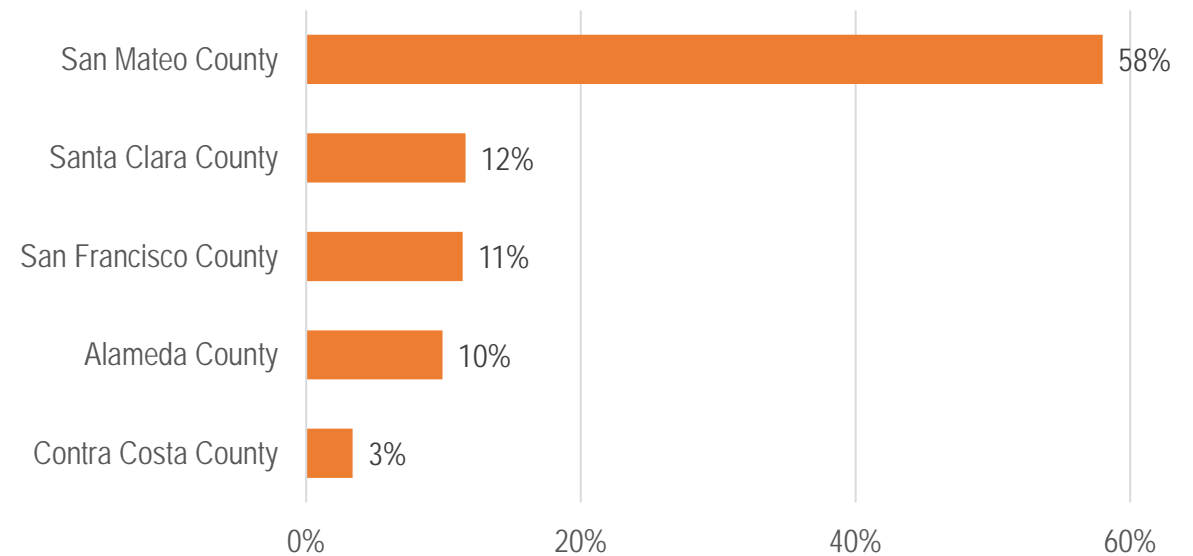
C/CAG Focus Area: Transportation

Recent SMC Commute Times and Travel Modes

Commute to Work by Mode of Travel,
San Mateo County Workers, 2012 to 2022



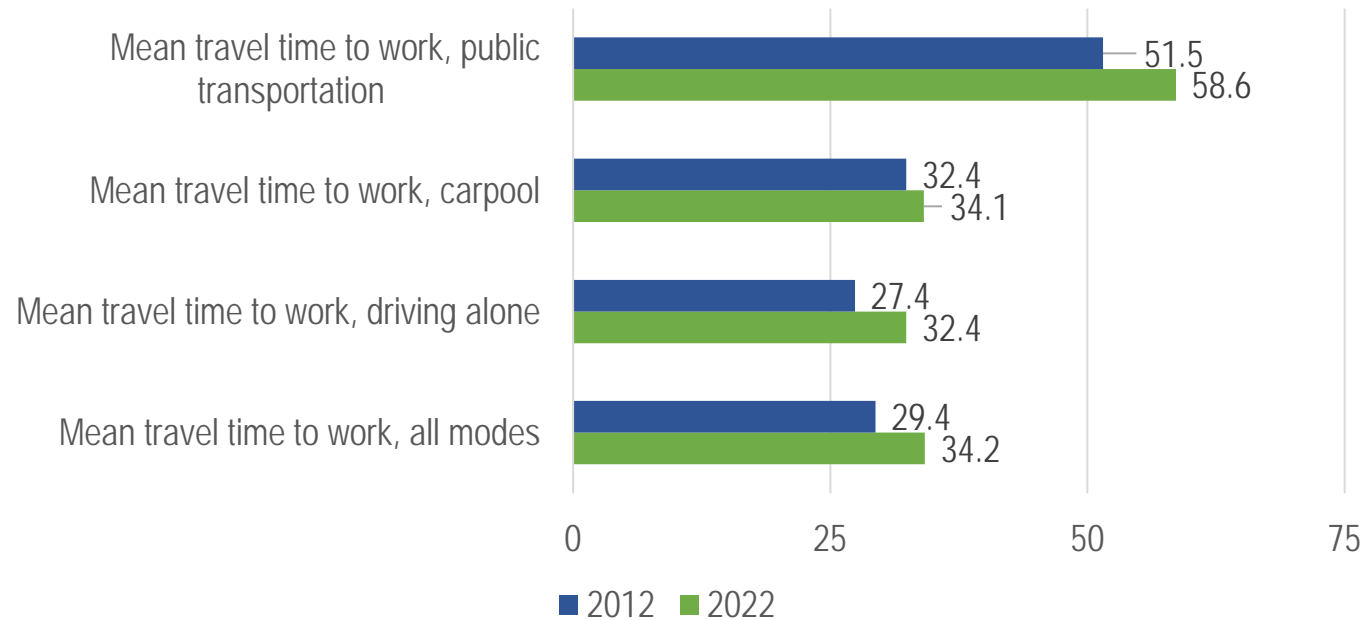
Share of Workers Commuting to Work in San
Mateo County, by County of Residence, 2020



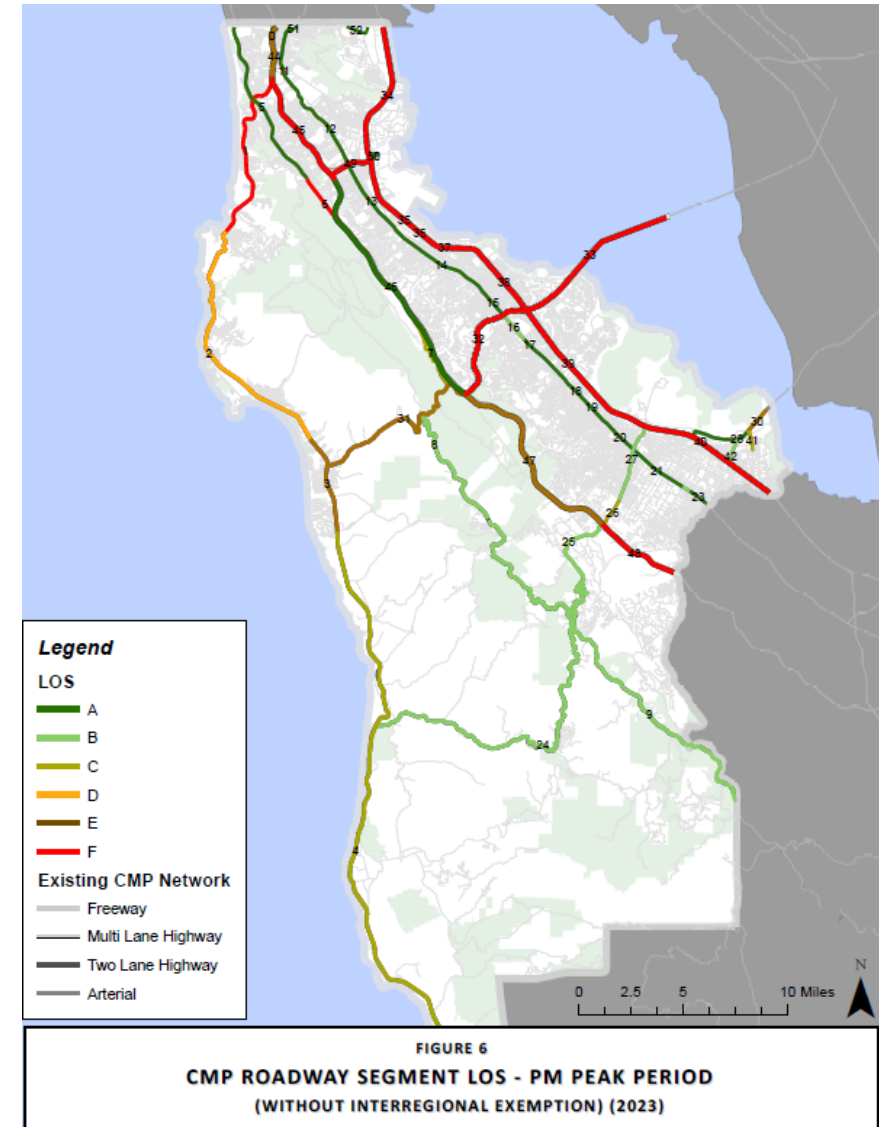
58% of San Mateo jobs are held by San Mateo residents, who commute within the county to work

Commute Times and Level of Service

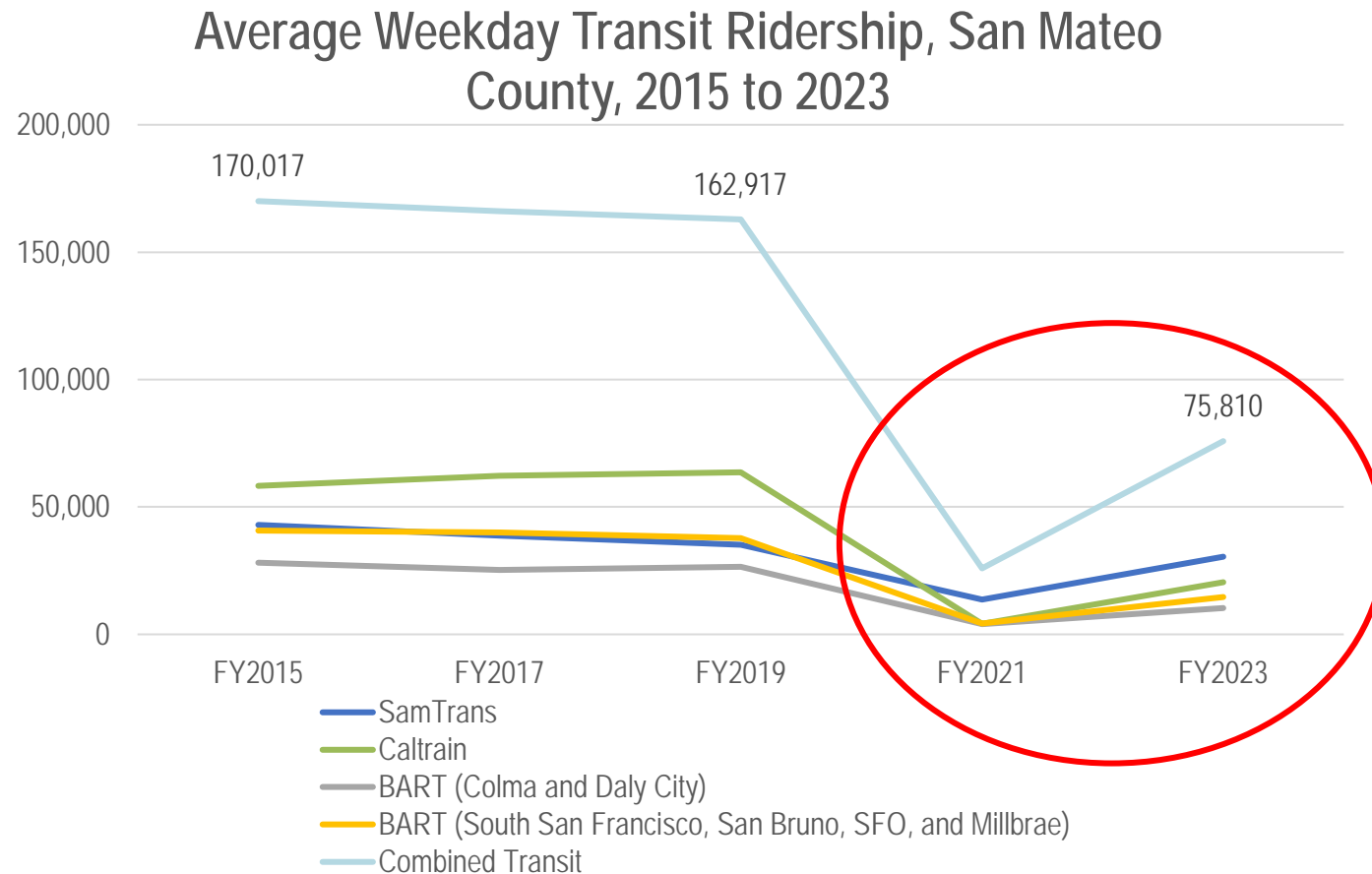
Mean Travel Time (minutes) to Work by Mode, for Workers
Commuting to San Mateo County, 2012 to 2020



Source: U.S. Census, American Community Survey, 5-year estimates, 2012 to 2022



Recent Transit Ridership and Transit Dependent Population in San Mateo County



Transit ridership is rebounding but still far below pre-pandemic levels – However SamTrans is rebounding much faster!

San Mateo County High Injury Network Analysis and Equity Focus Areas

San Mateo Countywide HIN

Motor Vehicle + Pedestrian High Injury Network



Motor Vehicle + Bike High Injury Network



Pedestrian + Bike High Injury Network



Motor Vehicle High Injury Network



Pedestrian High Injury Network



Bike High Injury Network

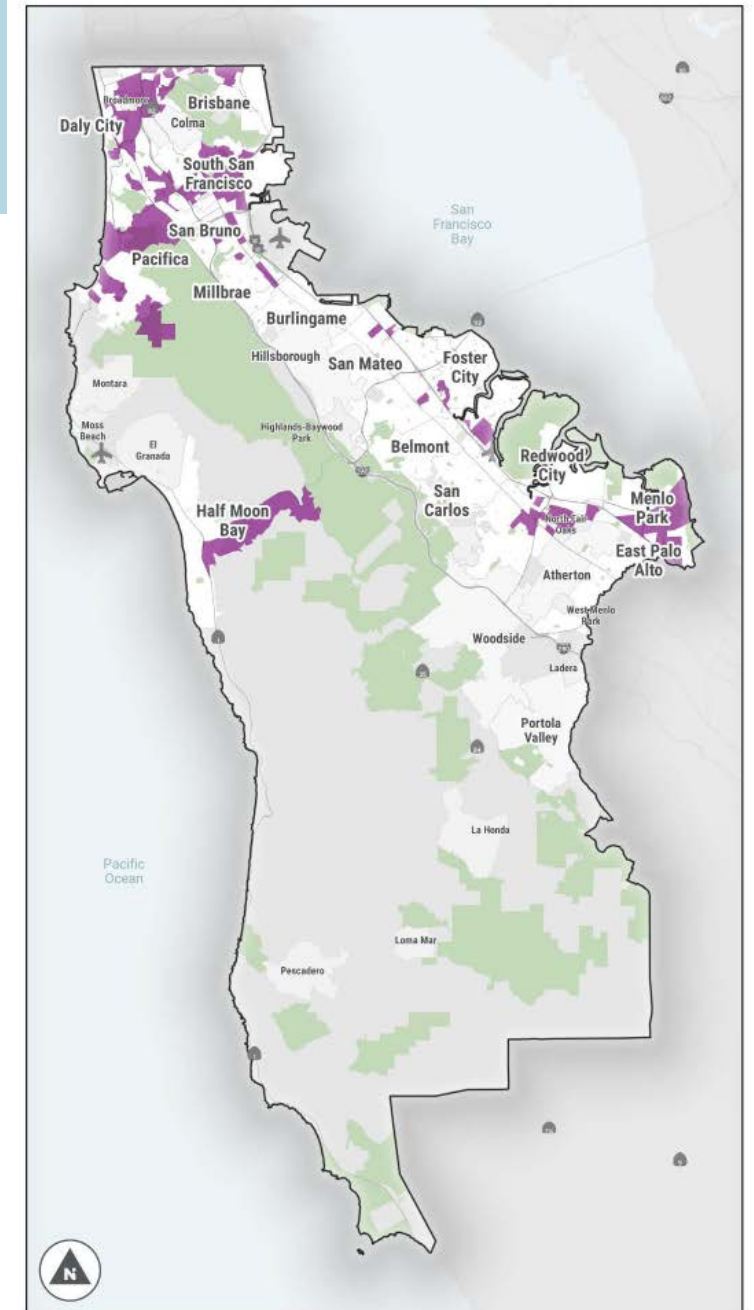


County Boundary



San Mateo County Countywide Bicycle and Pedestrian Plan, 2021

-  Equity Focus Areas
-  Water
-  SFO
-  Park



Source: C/CAG Local Road Safety Plan, Countywide Bicycle and Pedestrian Plan

Key Issues: Transportation

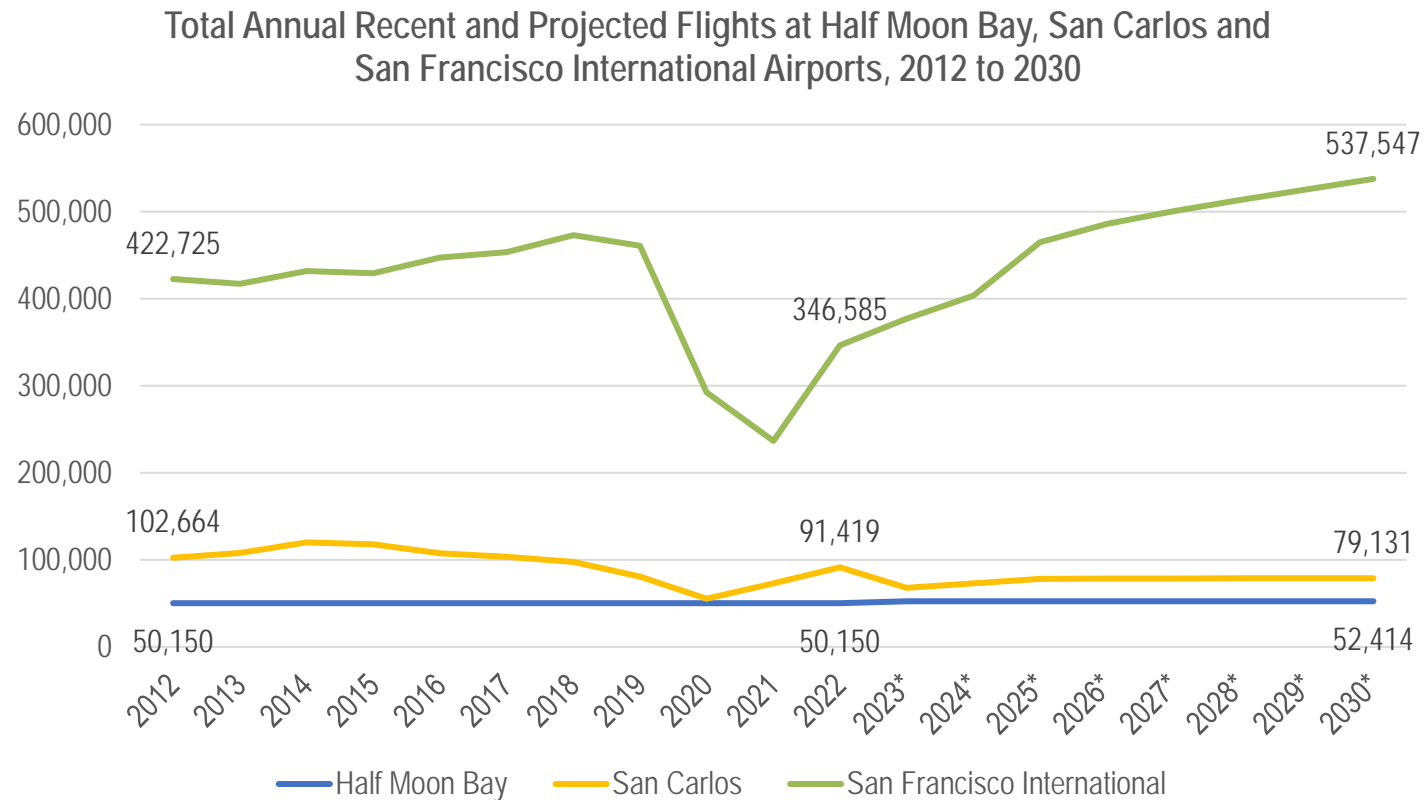
- Improving traffic safety
- Reducing traffic congestion, GHG emissions, and per capita VMT through mode shift
- Expanding connectivity for bikes, scooters, and pedestrians
- Improving mobility outcomes for low-income households and equity focus area residents
- Promoting resident health and wellbeing through active transportation
- Additional issues . . . ?





C/CAG Focus Area: Land Use and Airport Compatibility

Recent and Projected Flight Operations at SMC Airports



Commercial Flight Operations at SFO are projected to grow by more than 25% during the period from 2012 to 2030

Source: FAA, Terminal Area Forecast

Key Issues: Land Use and Airport Compatibility

- Meeting the County's housing and economic development goals while addressing airport noise and safety impacts
- Assisting local jurisdictions in meeting their RHNA requirements (21 Elements)
- Additional issues . . . ?



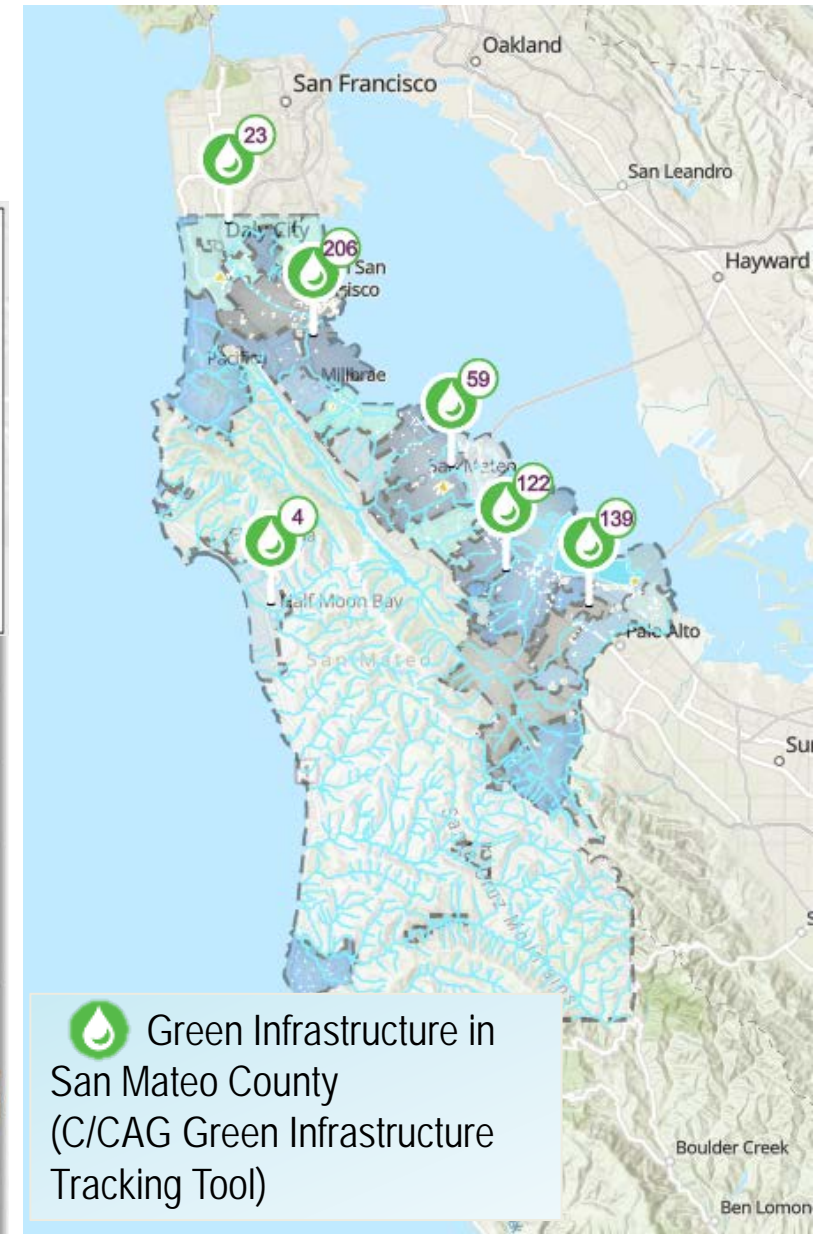
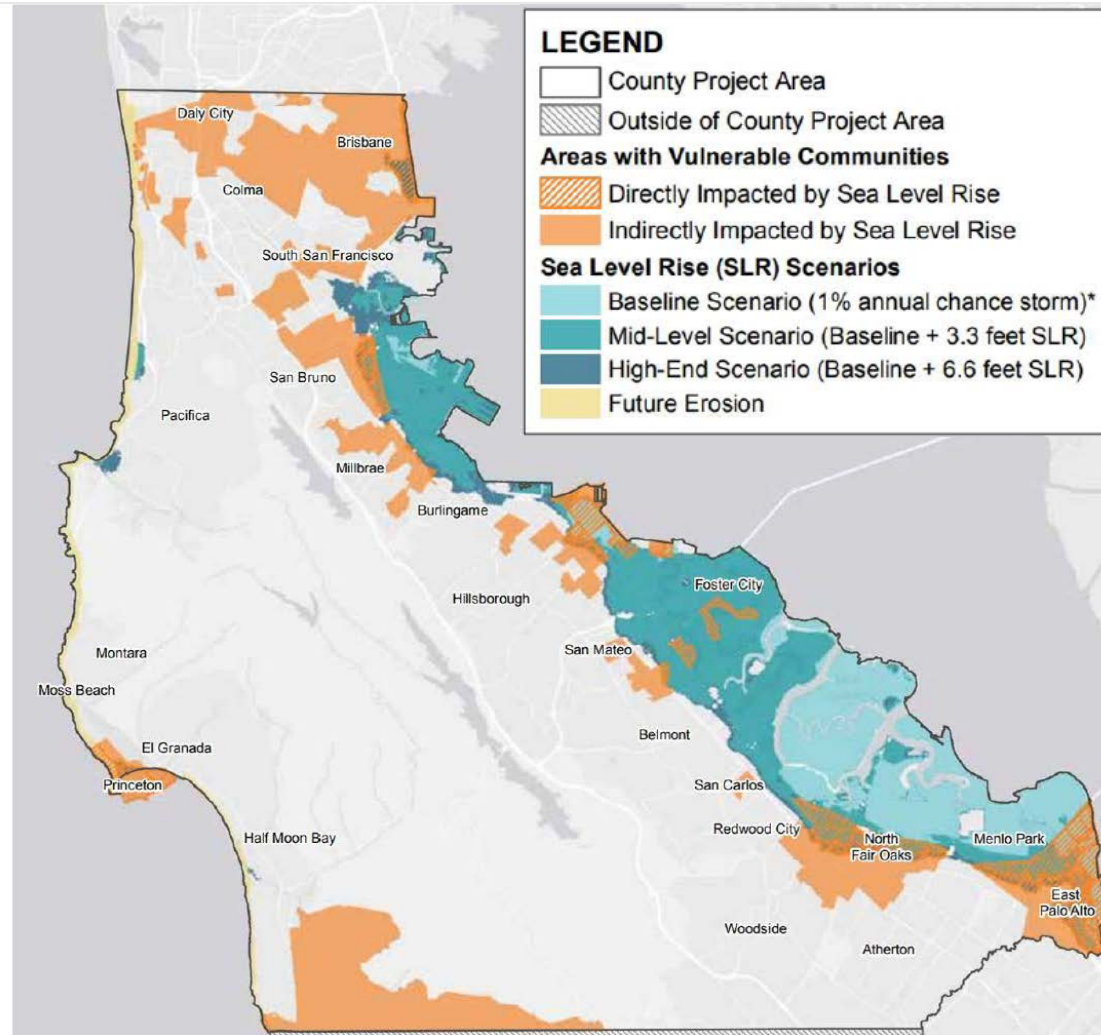


C/CAG Focus Area: Stormwater Management

Sea Level Rise Projections and SMC Green Infrastructure Projects

San Mateo County communities are vulnerable to the effects of rising sea levels and flooding

Sources: C/CAG Stormwater Resource Plan Mapper; County Of San Mateo Sea Level Rise Vulnerability Assessment, C/CAG Green Infrastructure Tracking Tool



Key Issues: Stormwater Management

- Reducing flooding, water damage, and pollution associated with stormwater runoff
- Funding multi-benefit watershed-scale green infrastructure
- Expanding treatment of roadway runoff
- Providing more natural groundwater recharge
- Improving the biological functioning of natural infrastructure
- Adapting our street network to better address rainfall and heat related climate change impacts
- Promoting a collaborative regional stormwater management approach
- Additional issues . . . ?

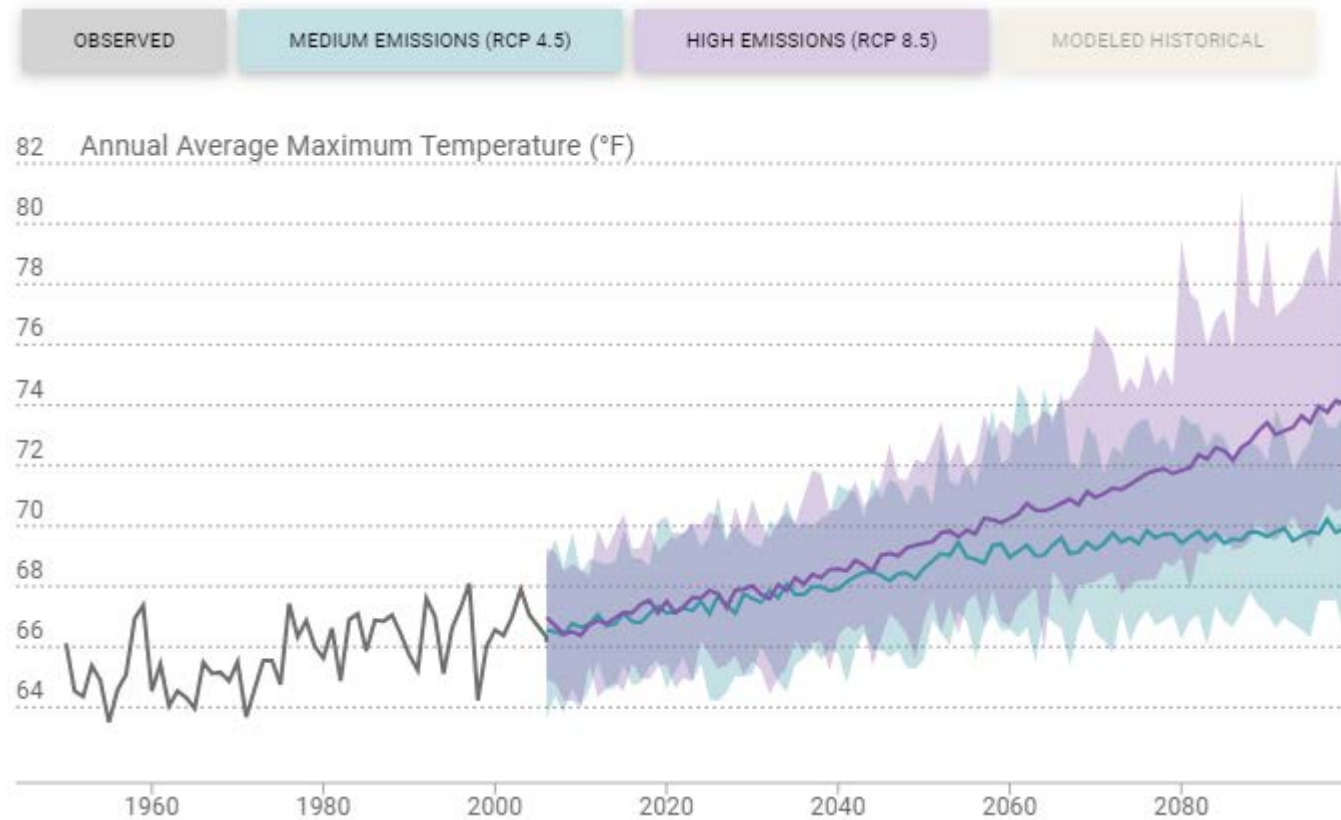




C/CAG Focus Area: Energy, Environment, and Climate

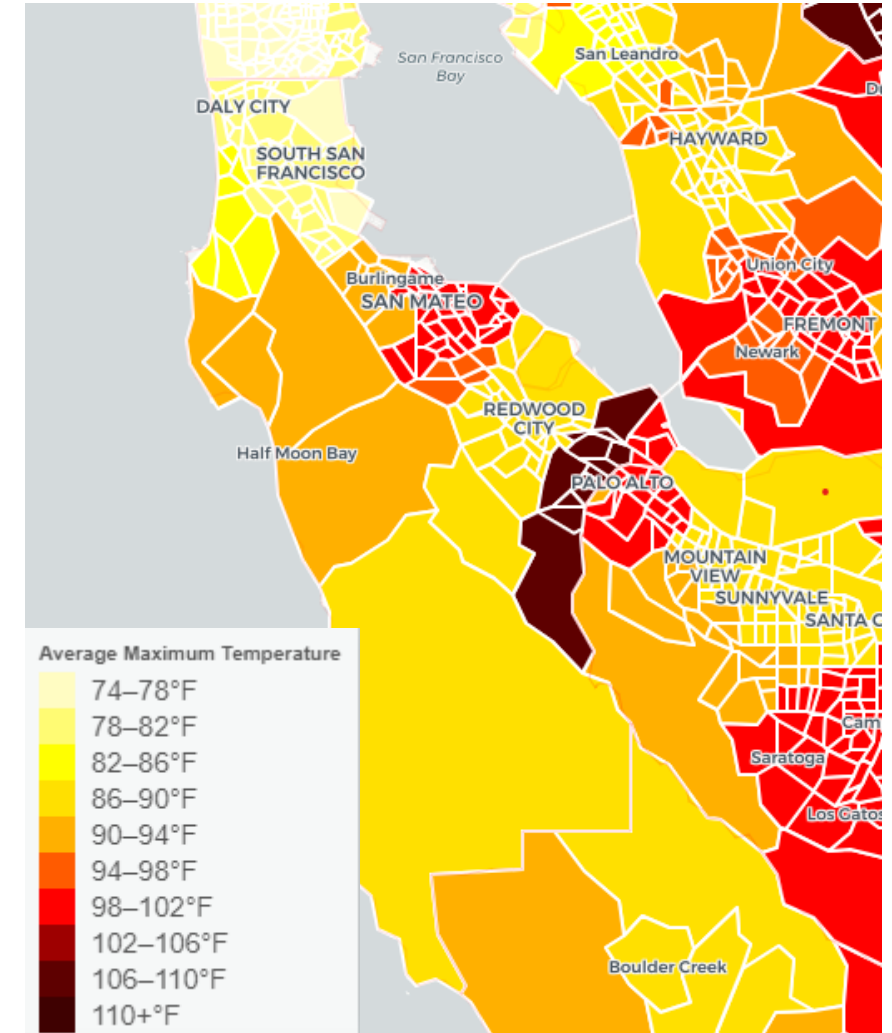
Maximum Temperatures

Annual Average Maximum Temperature, San Mateo County, 1950 to 2099



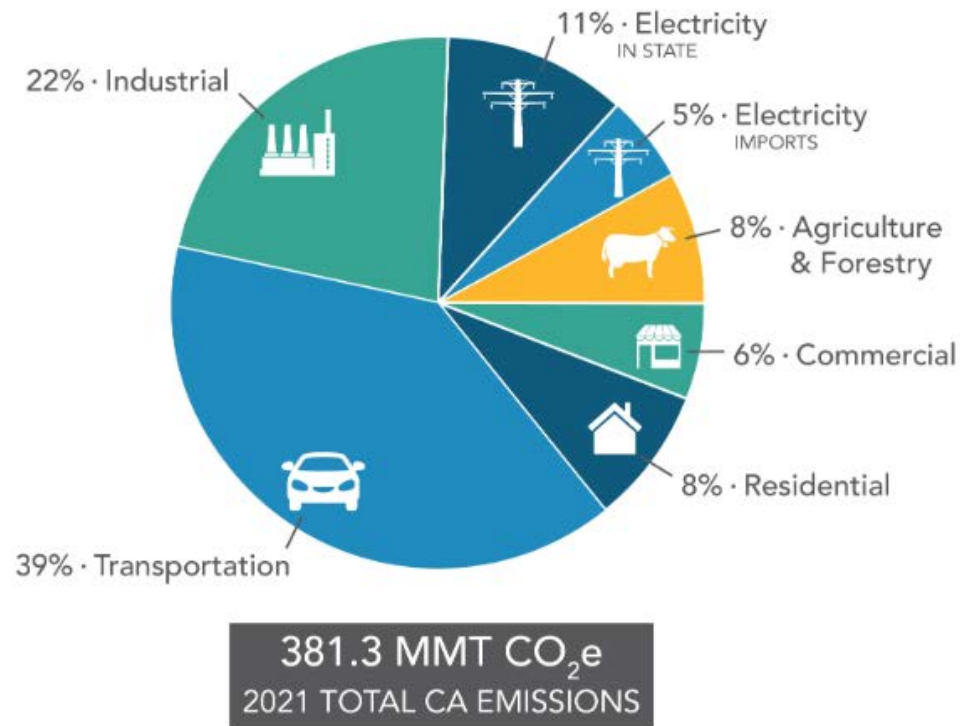
Sources: CAL Adapt, Local Climate Change Snapshot for San Mateo County, California Heat Assessment Tool

Projected SMC Average Maximum Temperatures 2031-2050



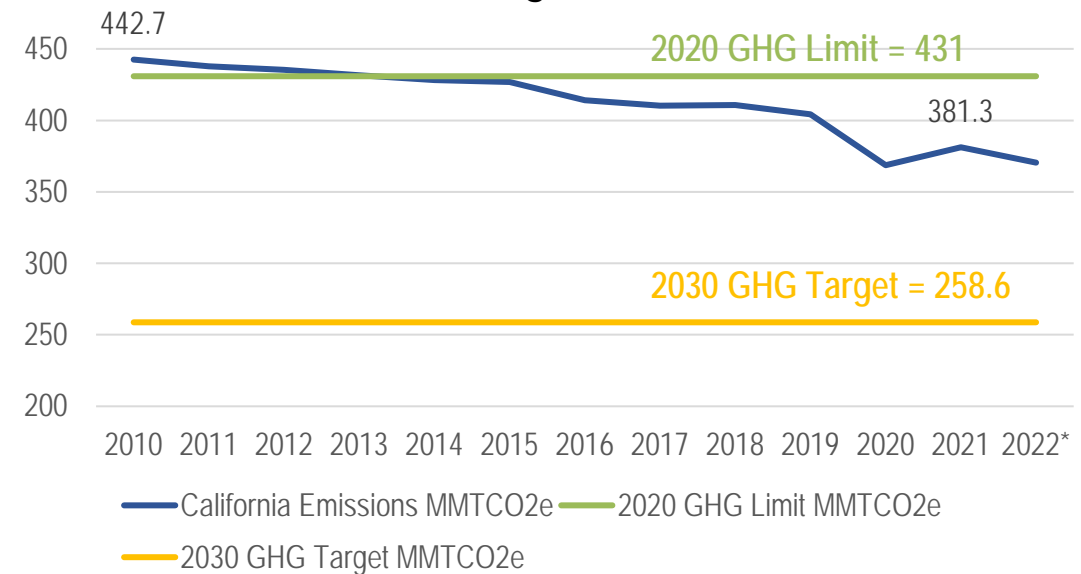
Statewide Greenhouse Gas Emissions

Total California Emissions by Sector, 2021



Source: California Air Resources Board

Annual Statewide GHG Emissions and AB 32 and SB 32 GHG Targets (*2022 estimated)



GHG emissions statewide are declining; reaching the next 2030 goal is equivalent to eliminating all current transportation emissions.

Key Issues: Energy, Environment, Climate

- Addressing climate resiliency and sea level rise
- Preventing flood and water damage, and reducing contaminated site impacts
- Ensuring environmental sustainability and equity for future development on ECR
- Managing water resources through conservation, use of recycled water, etc.
- Assisting local jurisdictions in developing and implementing Climate Action Plans
- Modernizing the energy grid
- Providing access to energy efficiency programs for residents and businesses
- Additional issues . . . ?





C/CAG Organization-Wide Issues and Challenges

Key Issue: Equity!

- Cost of living, income inequality, housing affordability, and homelessness
- Health disparities
- Distribution of resources and programs to all jurisdictions as well as to underserved, low-income, and Equity Focus Area communities
- Improving mobility outcomes for low-income households
- Focusing climate resilience programs in communities that will be most negatively impacted by climate change

Key Issue: Sustainable Funding!

- With no dedicated funding source for most of our work, securing funding for all our ongoing programs and work is a top priority!
- Additional key issues . . . ?



C/CAG Opportunities

C/CAG Opportunities . . .



- **Leveraging Limited Resources** - Focus C/CAG's work and limited resources where the agency can have the most positive impact for SMC communities
- **Capacity Building with Member Jurisdictions** - Build capacity and technical expertise for member jurisdictions
- **Funding and Legislation**
 - Continue funding identification and coordination
 - Focus on funding opportunities for lower-income and non-incorporated communities
 - Be proactive in advocating for funding and favorable legislation at the state and federal level

C/CAG Opportunities . . .



- **Equity** - Ensure that member representation on committees, programming and advocacy efforts, and resource allocation are fair and equitable.
- **Partnerships with Agencies and Community Organizations** - Leverage existing partnerships and establish new partnerships
 - Advance funding and advocacy efforts
 - Seek consultation on community engagement efforts (surveys, collecting input, messaging)
 - Mobilize CBO networks to advocate for funding and legislation

C/CAG Opportunities . . .



- Leveraging Limited Resources
 - Capacity Building with Member Jurisdictions
 - Funding and Legislation
 - Equity
 - Partnerships with Agencies and Community Organizations
-
- Additional Opportunities . . . ?



Current C/CAG Mission Statement

Current C/CAG Mission

(based on founding documents)

C/CAG of San Mateo County provides a forum for all members to work together on common issues to develop cost-effective solutions and to meet certain statewide mandates.



C/CAG Strategic Plan: Next Steps

Immediate Next Steps

- **Until February 16:** Survey will remain open. Please submit additional input on C/CAG strengths, issues and challenges, and opportunities.
- **April 11:** Board Workshop Session 2 (during scheduled Board Meeting)
- **June-September:** Review and discussion of Final Draft Strategic Plan at future Board and Committee Meetings



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